CHAPTER 6

MARKETING OPERATION PLAN

SECTION 1

MARKETING OPERATIONS PLAN (MOP) – GENERAL GUIDELINES

060101. PURPOSE. To standardize Officer Programs Operations planning and marketing in Navy Recruiting Command activities.

a. The Officer Programs Marketing Operations Plan (MOP) is the NAVCRUITDIST's fiscal year execution document to aid the team in tracking its efforts, provides the primary vehicle to coordinate recruiting evolutions, and ensures effective utilization of assets and resources.

b. The MOP shall be signed out by the NAVCRUITDIST CO no later than September 1st of each year. The MOP shall encompass the activities for the forthcoming fiscal year.

c. The MOP shall provide activities and milestones relevant to tracking and measuring the NAVCRUITDIST's progress in reaching their assigned annual production goals.

d. The MOP shall facilitate several key functions by its content. The minimum functional areas are as follows:

(1) Define critical terms (Lead, Contact, Prospect, Applicant, Select, Accession, etc.).

(2) Define the markets and identify significant venues to be penetrated (e.g., high diversity populated schools, strong past production models).

(3) Provide specific guidance on coordinating local mailout campaigns via NAVCRUITCOM N9/advertising contractor with career fair attendance, as well as NAVCRUITCOM national diversity event/evolution support.

(4) Address budget concerns and spending priorities (e.g., career fairs vs. job fairs, etc.).

(5) Provide specific assignment of responsibilities, i.e. market (engineering programs, medical programs, etc.) and school(s) assigned, to each officer recruiter, relevant to performing officer recruiting.

(6) Define goals and required prospect activity to accomplish the goals.

(7) Define Out-of-Limits Criteria (Refer to your District OPATE).

(8) Be a viable diagnostic tool to aid the Officer Programs Officer's (OPO) through identification of deficient recruiters and access processors' core knowledge for remediation (marketing/lead development/ prospecting, Professional Selling Skills (PSS), direct specific contact management reporting criteria, and applicant processing) training.

(9) Be specific in its required activities by identifying calendar month, school and program involved for each listed activity.

(10) Provide a timetable projecting the time required between major processing evolutions, i.e. sending for and receiving all college transcripts.

e. Each officer recruiter shall maintain a copy of their respective NAVCRUITDIST's MOP at their location and make monthly annotations in the MOP as to the success, failure or rescheduling of the significant recruiting events/efforts.

f. NAVCRUITREG OPOs shall keep a copy of their NAVCRUITDIST's MOP via hard or electronic copy. NAVCRUITREG OPOs should be involved in developing and reviewing the NAVCRUITDIST's MOP before annual publication and distribution.

060102. BACKGROUND. An effective operations plan coordinates recruiting efforts and establishes the best allocation of resources, assignment of responsibilities, timing of actions and specific events, and the identification of recruiting opportunities. This instruction provides the basic framework for development and implementation of an operations plan. The primary objective is to integrate basic recruiting information into a coordinated plan of action for mission accomplishment for the coming fiscal year.

060103. ACTION. NAVCRUITDISTs will develop and implement annual operations plans. Each Area will designate a Marketing Officer to coordinate the development and maintenance of the operations plan. One copy of the District MOP plans will be forwarded directly to CO, Navy Recruiting Orientation Unit (NORU) for use in the marketing curriculum. Plans should be forwarded no later than 30 September each year.

060104. INTRODUCTION. Successful recruiters realize that time is valuable, and as such, they must properly analyze their assigned territory. This analysis is called marketing. As the size and composition of the primary market changes, it becomes increasingly important that the recruiter adopt a sound analytical approach to recruiting. The recruiter's ability to gather and use pertinent market information to position their efforts will determine the degree of success achieved. Most individual's assigned to recruiting duty are experienced naval officers, chief petty officers and in some cases, senior petty officers but have no previous sales or marketing experience. They are not expected to be marketing experts. The MOP gives them an avenue to plan ahead to reach their goals. The approach used in this section is a step by step method by which

a comprehensive and usable planning document may be developed. If each step of this handbook is followed, the end result will be a functional, usable operations plan that is easily updated and an excellent turnover document. There should be a thorough understanding of where you are and where you are going. This document should be written to plan for the next fiscal year. This is particularly true in those cases where OPO programs close out early.

   a. Concept and approach.

      (1) Stimulates thinking to make a better use of available resources.

      (2) Reviews the past year's production.

      (3) Reduces crisis management.

      (4) Assigns responsibilities and schedules work.

      (5) Improves communications within the command.

      (6) Coordinates and unifies efforts.

      (7) Facilitates control, monitoring and evaluation of results.

      (8) Provides source of marketing information for current and future reference.

      (9) Facilitates progressive advancement toward a goal.

   b. Basic requirements. The Operations Plan should be:

      (1) Simple (easy to understand).

      (2) Clear (precise and detailed to avoid confusion).

      (3) Practical (realistic).

      (4) Flexible (adaptable to change).

      (5) Complete (covers all significant marketing factors and assigns responsibilities).

060105. RESPONSIBILITIES.

   a. Officer Programs Officer

      (1) Takes the lead in formulating the officer programs input to the operations plan. Recommends specific courses of action in regard to prospecting, lead generation, advertising, market analysis and processing to achieve officer program objectives.

(2) Updates the CO/XO monthly on goal attainment.

(3) Create POA&Ms when out of limits criteria is exceeded.

(4) Provide each recruiter with a copy of respective documentation (Program Calendars, POA&Ms, etc.).

b. Officer Recruiter.

(1) Effectively execute the MOP and Program Calendars.

(2) Provide feedback to the OPO on recruiting events such as there success or failure and reasons for success and failure; reason event was cancelled or rescheduled and actual cost versus planned cost of event.

(3) It is paramount that the Officer Recruiter provides early and valuable input to the OPO for the development of the next FY's MOP (Career Fair dates, projected costs for lunch and learns, name list fees, any updates for school accreditations of programs of study, etc.).

c. Advertising Coordinator

(1) Formulates the annual advertising plan in direct support of the MOP.

(2) Monitors advertising budget distribution to meet officer and enlisted objectives and coordinates with Officer and Enlisted Programs officers to ensure timely and direct advertising support to meet all objectives.

d. LEADs Center Supervisor

(1) Directly assists Executive Officer in the coordination and implementation of the plan.

(2) Is the staff advisor on all aspects of marketing and operations planning and factors which may affect the attainment of goals and objectives.

(3) Is responsible for maintenance and management of all market analysis data.

060106. PARTNERING RESPONSIBILITIES. Navy Officer Recruiters must take an active part in the activities of the local community and the NAVCRUITDIST must become another local business. The attitudes an OR displays, actions they take, and activities they engage in shall reflect favorably upon the United States Navy.

a. Community Organizations. The Officer Recruiters and Officer Programs Officers (OPO) shall, with the assistance of the Public Affairs Officer, gather contact information on the following organizations at a minimum:

Chamber of Commerce
Kiwanis
Rotary
Civitan
Optimists
JAYCEES
Fraternal Orders
Elks
Lions
Moose
Eagles
Knights of Columbus
Fleet Reserve Association
Navy League
Naval Reserve Association
Veterans of Foreign Wars
American Legion
American Indian Science and Engineering Society (AISES)
National Society of Black Engineers (NSBE)
Society of Mexican American Engineers and Scientists (MAES)
National Association for the Advancement of Colored People (NAACP)
Society of Hispanic Professional Engineers (SHPE)
National Urban League (NUL)
Hispanic Association of Colleges and Universities (HACU)
National Association of Minority Engineering Programs (NAMEP)
Student National Medical Association (SNMA)
Tau Beta Pi ("Integrity and Excellence in Engineering")
Local and state Professional organizations
Local and state Medical organizations

   b. Recruiter Contact Information/Advertising. All ORs shall inspect their respective school and public advertising items to ensure the items and information are both in good condition and current. Posted materials (e.g. station/ NAVCRUITDIST phone numbers) left in a tattered and worn state, or which hold out of date information, reflect poorly on the Navy, and leave a less than desirable impression on our target audience.

060107. TRAINING. Training in efficient time utilization, sales techniques, administrative skills, etc., can have a major impact on the effectiveness of Navy Recruiting. For example, if results reveal that an officer recruiter is not meeting their anticipated potential, investigation might indicate that the recruiter is in need of additional training in a particular area. Relatively inexperienced recruiters may require

additional training in the time management aspects of recruiting. An experienced recruiter who seems to be having difficulty may find that a sharing of sales or prospecting techniques may provide him or her with new ideas. Training is an essential element of operational effectiveness. The format for defining and implementing training schedules is not prescribed in this guidance but can be found in COMNAVCRUITCOMINST 1500.4.

SECTION 2

MARKETING

060201. __INTRODUCTION.__ Your District Operations Plan should be written following the steps outlined in this section. You may add additional steps but you must complete every step recommended as a minimum. These general instructions summarize the process from data gathering to final document. At a minimum, the following sections shall be contained within your NAVCRUITDIST's officer programs MOP:

a. Overview:

(1) State the mission, provide a point of historical reference regarding the success and/or challenges experienced in the past year, identify the significant factors expected to play a role (positive or negative) in the team's making mission, a review of the team's state of manning, and identify major areas/themes the team will focus on throughout the coming year.

(2) Provide essential terms and definitions to provide aid in the continuity of production and processing diagnostics. Identify deficient Officer Recruiter and processor core knowledge areas for remediation (marketing/lead development/ prospecting, professional selling skills (PSS), direct specific contact management reporting criteria, and applicant processing).

b. Production Analysis:

(1) Define required prospecting activity to accomplish the mission.

(2) Provide quantifiable __Out-of-Limits Criteria__ (OLCs) (refer to the OPATE in previous chapter).

(a) Out-of-limits criteria shall provide metrics for determining deficiencies in both production program areas and individual recruiter prospecting and goal obtainment.

(b) In addition to the OPATE, the following is a breakdown of some of the variables that would require examination should a relationship fall out-of-limits:

__1__. __Overall Leads Development__. Timing and quarterly of a mass marketing campaign, mailing lists, etc.

__2__. __Lead to Contact ratio__. Email templates, U. S. mail letter template, voice quality on voice mail messaging (phone power skills), time of attempted contact both by day and time of day, etc.

__3__. __Contact to Prospect ratio__. PSS skills feature and benefit competency, organizational skills, etc.

4. <u>Prospect to Applicant ratio</u>. PSS skills, processor/processing management, organizational skills, etc.

5. <u>Applicant to Accession ratio</u>. Quality Assurance measures (seeking the best qualified applicants), processor/processing management, organizational skills and continual contact with applicant.

c. <u>Market Definition</u>. Purpose of this section is to:

(1) Define the markets and identify significant venues to penetrate (e.g., high diversity populated schools, strong past production models, medical/dental schools, engineering schools, etc.).

(2) Provide specific guidance on coordinating local mailout campaigns via NAVCRUITCOM N9/Advertising Agency with career fair attendance, as well as NAVCRUITCOM national diversity event/evolution support.

d. <u>Program Calendars</u>

(1) Program calendars shall contain the dates of specific events (e.g. HBCU, HSI and college career fairs, and NAVCRUITCOM sponsored activities, professional and occupational association events, etc.) within the NAVCRUITDIST's geographical boundaries.

(2) Program calendars provide the OPO with a centralized tracking mechanism for monitoring, analyzing and choreographing OR efforts.

(3) Program Calendars shall contain at minimum the following:

(a) The <u>objective</u> of the calendar.

(b) The <u>tactics</u> to be employed.

(c) <u>Schedule of dates</u> for reoccurring significant events, i.e. published school career fair dates, National Match Day for medical students, etc.

(d) A <u>remarks area</u> to annotate significant information, e.g. reason event was not attended, value of the event, when the activity has been rescheduled.

(e) An <u>activity tracker</u> that indicates the number of scheduled evolutions completed, e.g. <u>4 for 5</u>. If an activity is not completed, the recruiter shall indicate why in the remarks area provided and indicate in which month it has been rescheduled. The subsequent month's total activities tracker shall be adjusted to indicate the new number of assigned tasks. The original month's activities tracker number; however, <u>is not to be changed</u> regardless of the number of activities cancelled or reassigned.

e. Planning Calendars. Each recruiter will maintain a calendar. The planning calendar will be used to display campus visits, training needs, PQS requirements, prospecting, appointments and other necessary activities scheduled to achieve the OPO department's prospecting and production goals.

(1) For effective long range planning, supervisory personnel will make every effort to use consistent dates for meetings, training and other recurring events.

(2) The calendar will be used as a tool by the OPO in developing a training plan and assisting in identifying recruiting weaknesses of assigned personnel.

060202. MARKETING ENVIRONMENT. Analysis requires a working knowledge of demographics and the particular strengths and weaknesses of the market. The OR shall pinpoint sources of potential quality and quantity accessions to facilitate his/her success. The OR requires data input from external sources (e.g., local news media, political and socio-economical culture) to conduct a population and territory analysis of the market and goal requirements.

a. Demographics. The target populations can be segmented into sub-markets. The primary market for active duty programs is the college market which is comprised of individuals currently enrolled in school. If prospective applicants are not in school, they are part of the work force market. The work force market consists of the employed, unemployed, non-affiliated civilian and Navy Veterans. The NAVET market is a primary market for Reserve Officer recruiting. Possible sources for market data include:

(1) National Center for Education Statistics, at http://nces.ed.gov/

(2) State Licensure Boards

(3) Professional Organizations (i.e. American Medical Association (AMA), American Optometric Association, etc.)

(4) Local Military Transition Assistance Centers

(5) Navy League Chapters

(6) Naval Reserve Association

(7) Navy Operational Support Centers (NAVOPSPTCEN)

b. Diversity. The diversity markets (African American, Hispanic, Asian Pacific Islander, and Native American) shall be identified within the MOP. The Diversity Directorate at NAVCRUITCOM (00C) can assist in identifying diversity markets.

c. Other Factors. There are certain uncontrollable factors that influence the target market and the recruiter's opportunity to obtain goal. Accordingly, they must be aware

of these factors and make logical, informed predictions. Some of these variables will be discussed later in this Chapter.

d. <u>Market Analysis</u>. A market analysis shall be conducted by the OPO with each individual recruiter. As a part of this analysis, the following data should be studied:

(1) College, diversity, and work force market data.

(2) New Contract or Accession data (prior FY, source: NAVCRUITCOM N51) for quality identification and to determine how the Navy is doing compared to last year.

(3) Accession data (current FY) for quality identification and to determine how the Navy is doing relative to current assigned goals.

(4) <u>Quality</u>. There is no single ideal source for determining market quality. Some sources that may be used include: college ranking surveys, professional organization ranking surveys, and past accession data.

(5) <u>Competition</u>. Your primary competition is from industry, medical affiliates, professional affiliates, and other services.

(6) <u>Economy</u>. Employment opportunities, unemployment rate, inflation, military/civilian pay comparisons, etc.

(7) <u>Resources</u>. Travel funds, manpower (recruiter turnover or gapped billets), support personnel, time, vehicle availability, location of offices, Local and National LEADS.

(8) <u>Goal</u>. Priority programs, difficulty to recruit, goal changes/adjustments.

(9) <u>Community</u>. Attitudes within the local area towards the military.

(10) Other factors pertaining to the local territory such as:

(a) Number of nursing, diversity, engineering, and medical schools within the NAVCRUITDIST territory.

(b) Military installation assets to include, TAP Coordinators, PERSUPPDETs, active duty commands, Navy Hospitals, Reserve Component Commands and NAVOPSPTCENs.

(c) Referral sources include active and reserve enlisted recruiters, selected reservists, and Veteran Services Offices (VSOs).

e. <u>Recruiter Territory Assignment</u>. The marketing information and the strategies in the NAVCRUITDIST MOP should ensure each recruiter has a fair share of the market to

achieve the NAVCRUITDIST's goal. Although teamwork is the key to making goal, each recruiter shall be assigned an area of responsibility to ensure all facets of recruiting are covered throughout the NAVCRUITDIST.

EXAMPLE 060101: EXAMPLE OF A MARKETING OPERATONS PLAN (TO BE USED AS A GUIDE FOR OFFICER PROGRAMS)

a. **OVERVIEW.** The mission of Navy Recruiting District (insert your District) Officer Programs Department is to access qualified men and women into the U.S. Navy. To this end, we will use all financial, personnel and organization resources available. "TEAM (insert your District)" has maintained our status as one of the most productive recruiting districts in the nation. Accessing XX officer candidates (__% of the command annual goal) demonstrated to the region and nation that our team concept was a complete success. As we look at FYXX, we must again adjust our focus and look to new ways to achieve success. We will continue to focus on training new recruiters to sell all programs. With about __% of our recruiting staff new to the area and recruiting in general, all must work even harder to help each member of the team be successful. We will focus our team training on specific selling skills relative to Diversity recruiting and develop senior team members to be system experts to aid in program management in the critical areas of Diversity recruiting, Collegiate Management, NUPOC and Medical recruiting. Overall, FYXX promises to be a great challenge for Navy Recruiting District (insert your District) Officer Programs.

b. **MANNING.** Our success has to be attributed to our recruiter's teamwork, positive attitude and billet experience. We start each FY with (our required manning or shortage). In addition, of the ten recruiters assigned for FYXX, (__%) have less than a year experience. Each recruiter has the responsibility to develop a positive relationship and promote Navy awareness on their assigned campus. Program ownership will be primarily maintained by the team leaders for example Medical Programs Team Leader; Engineering Program Team Leader etc; however, all recruiters will work as team in order to achieve the overall production goals. Early attainment of goals will be our objective. Projected Rotation Dates gives specific details on our manning situation.

c. **TERMS AND DEFINITIONS**

(1) Lead: A lead shall be any response by a civilian to any form of mass marketing regardless of the sponsoring party (NAVCRUITDIST, Region, Advertising Agency or NAVCRUITCOM).

(2) Contact: Any response on the part of the lead to a locally assigned officer recruiter's attempt to contact regardless of media utilized (email, ground mail, phone message, etc.).

(3) Prospect: Any contact who agrees to submit an application for commission.

(4) Applicant: Any prospect whose application for commission has been received by NAVCRUITCOM.

(5) Select: Any applicant who has been selected by NAVCRUITCOM for a commissioning program.

(6) Accession: Any select that has completed the oath of office and signed the appropriate service agreement.

d. **SITUATIONAL ANALYSIS**

(1) Resources Projections and Implications:

(a) Personnel. Summary paragraph of projected FYXX manpower posture to include rotations of key personnel and potential shortfalls.

Recruiter Billet	Recruiter	Arrival	PRD
Headquarters (District)			
NORS (Name)			

(b) Strengths and Weaknesses. (Use this section to address OPO department's strengths and weaknesses. Such topics as personnel, funding, economics, demographics, goals and policy, past production and/or activity may be used as appropriate).

1. Strengths

2. Weaknesses

e. **EXAMPLE OF STRENGTHS**

(1) Enthusiasm, manning, and experience, are the department's greatest strengths. Because of our high recruiter turnover in the middle of the FYXX and the small number of in-year OCS/ODS seats available, we must attain high quality prospects early. For this reason, the first and second quarters of the FYXX will identify at least __% of our prospects.

(2) FYXX, the OPO department was superior in all aspects of recruiting. Our team identified and sold the most qualified students and civilian workforce to achieve goal.

We were able to close all but Medical program categories, and for the first time in Navy Recruiting District (insert your District) history, all GOF/ENG goals. Our greatest success was in aviation, over shipping by XX %.

f. EXAMPLES OF WEAKNESSES

(1) The Medical Team Leader will be transferring in December and taking five years of recruiting experience with him/her. His/her relief reports two months after he/she transfers making turn-over extremely difficult. In addition we have lost approximately 60% of our seasoned recruiters. As a result, we must train and share information about our programs in a far more effective manner to ensure that these outgoing recruiters turn over each program with minimal production lapses.

(2) Budget. The budget will be reduced/increased from FYXX by XX%. It will be necessary to identify more frugal means for executing our mission. In FYXX, the OPO Department accomplished its mission through the efficient scheduling of recruiter trips and utilization of low cost methods of prospecting.

(EXAMPLE)

NRD (Insert Your NRD name) OPO FUNDING PROJECTION

Budget Item	FY-XX Projected	Used	FY-XX Projected	Used	FY-XX Projected	Used
Nuclear TAD (GOF)	300		500		2,000	
Nuclear COI Event (GOF)	0		0		500	
Medical TAD	0		0		1,500	
Medical COI	1,000		1,000		5,000	
Diversity	0		0		2,000	
Other Officer TAD	20,000		22,000		39,363	
OPE	3,260		2,500		2,750	
Other/TVL/Event	0		0		4,500	
TOTALS	26,060		32,800		55,613	

g. EXAMPLE OF OPPORTUNITIES

(1) Opportunities

(a) Universities. The colleges and universities continue to be a great source of prospecting engineering, pre-med and pre-dental students. Medical Schools continue to be a tough market for medical and dental students due to high tuition costs; however, we have established positive COIs who are willing to help maximize the schools student market. Additionally, recruiters will target an expanded schedule of events involving minority COIs. There are more than XX Colleges/Universities in the (insert your district) AOR.

(b) <u>Professional Schools</u>. As in past years, the key to recruiting success will be our ability to maintain a good working relationship with our COIs and PSLOs. We have five medical schools and four Seminaries. In addition, there are five residency programs in (insert your district) Hospitals. The COIs in these institutions are critical prospecting sources. We have several good engineering schools in our district and we will continue to work them heavily as well.

(c) <u>Workforce</u>. As expected, the workforce population was a major contributor to physician recruiting. We do not expect this to change in FYXX. The completion of two new hospitals in the metropolitan area will provide an increase in workforce health care professionals. It is vital that we work closely with National LEADS to penetrate the market and obtain quality workforce mailing lists.

h. **THREATS**

(a) <u>Political Factors</u>. The attitude toward the military in (if applicable, place city/state name here) is poor. Due to the small military population, there are many misconceptions, such as pay and shipboard assignments.

(b) <u>Economic Factors</u>. The strong job market continues to be a very difficult context in which to recruit. The unemployment rate is less/greater than (X.X)% and our competition with industry is tough. Our response will be to provide superior customer service versus the impersonal corporate approach. Additionally, we will stress the relatively rapid rate of advancement, growth in responsibility and unique workplace environment we offer today's young executive.

EXHIBIT 060102. PRODUCTION TREND TABLES

Previous FY Trend Data Table

Program	FYXX			FYXX		
	Goal	Attn	Applicant	Goal	Attn	Applicant
<u>Nuclear</u>						
Pilot						
Navy Flight Officer (NFO)						
Other OCS, JAG (DA, Students)						
Chaplain ACDU DA						
Chaplain Students						
Physician DA & Physician FAP						
HPSP MC						
Dental ACDU, Dental FAP & In-Year Den Student						
Out-Year Dental Students						
Medical Service Corps ACDU DA						
Medical Service Corps Student (HSCP, HPSP)						
Nurse ACDU DA						
Nurse Candidate Program (NCP)						
OCS/ODS/Student Total						

EXHIBIT 060203. PROSPECT REQUIRED BY PROGRAM TABLE

Prospect Required by Program Table for FYXX (EXAMPLE)

Program	FYXX Projected Goals	Applicants Required (use past years application as a guide)
Nuclear		
Pilot		
Navy Flight Officer (NFO)		
Other OCS, JAG (DA, Students)		
Chaplain ACDU DA		
Chaplain Students		
Physician DA & Physician FAP		
HPSP MC		
Dental ACDU, Dental FAP & In-year Den Student		
Out-year Dental Students		
Medical Service Corps ACDU DA		
Medical Service Corps Student (HSCP, HPSP)		
Nurse ACDUDA		
Nurse Candidate Program (NCP)		
OCS/ODS/Student Total		

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SECTION 3

ENGINEERING OFFICER PROGRAMS

060301. **MARKETING DEFINITION**. Our top recruiting schools include (**list a few of your top schools for Engineering officer recruiting)**. We have established COIs who are willing to help maximize the student market. Mail-out campaigns will be coordinated to support and augment recruiter activities, e.g., to precede career fairs, campus blitzes, etc. The specific target program and school lists shall be provided to N9/Advertising Agency with sufficient lead time to allow for appropriate execution. All Priority One engineering schools will be visited once per month, all Priority Two engineering schools will be visited at least once per quarter and all Priority Three engineering schools will be visited at least twice per year. *(OPOs should add any additional info they deem necessary).*

060302. **PRODUCTION**. The following table summarizes past production data in Engineering Officer recruiting for the district and provides a means to identify and assess trends.

	FYXX		FYXX		FYXX		FYXX	
Program	**Goal**	**Attn**	**Goal**	**Attn**	**Goal**	**Attn**	**Goal**	**Est. Closeout date (provided by NAVCRUITCOM)**

060303. **STRENGTHS AND WEAKNESSES**. Use this section to address NUPOCS program strengths and weaknesses. Topics such as personnel, funding, economics, demographics, goals, and policy, past production and/or activity may be used as appropriate.

a. Strengths:

b. Weaknesses:

060304. COLLEGES/UNIVERSITIES. Engineering Officer Programs Calendar (EXAMPLE)

School	Location	Programs	Priority Rate	Campus Manager

EXAMPLE: ENGINEERING OFFICER PROGRAMS RECRUITING CALENDAR

1. OBJECTIVE. Shape Navy awareness and build a consistent, solid rapport. Seek recruiter participation in major engineering program activities throughout the year.

2. TACTICS

    − Maintain positive relations with Campus, Career Counselors, administrators, sororities, fraternities, and professional organizations.

    − Use COI events at student associations to spread awareness of Navy officer opportunities.

    − Emphasize national and local engineering career fairs.

    − Maximize use of E-mail and the Internet.

3. ACTIVITY TRACKER

EXAMPLE OF NUPOC ACTIVITY

1. Establish schedule to visit (PRI 1) NUPOC campuses once a month, (PRI 2) campus once per quarter and (PRI 3) campus twice per year.

2. Establish detailed plan to obtain NUPOC leads by conducting mailouts and acquiring PDCs from campus visits, referrals and recruiter presentations.

3. Generate Leads from local advertising.

4. Organize schedule for engineering deans/professors to attend and EOVs.

5. Schedule a special command function for all NUPOC collegiates.

6. Arrange for and schedule Nuclear Trained Officer for engineering department and professional society (presentations at major market locations).

7. Implement means to ensure compliance with all items on pre/post campus visit check-off list before and after each visit.

8. Develop schedule for monthly meeting with deans or department chairman to promote program/personal opportunity and awareness.

9. Follow-up interested mailout response with phone call and set up interviews.

10. Encourage Collegiates to provide referrals.

11. Place RAD items at college placement centers, libraries, fraternities, mailouts, etc.

Note: The above listed action items should be used as a guide and can be tailored to meet the OPO department's needs. OPOs or ORs should also add items to their calendars that would be beneficial for their recruiting purposes

SECTION 4

GENERAL OFFICER PROGRAMS

060401. **MARKETING DEFINITION (Example).** Our top general officer recruiting schools include (**list a few of your top schools for general officer recruiting)**. Mail-out campaigns shall be coordinated to support and augment recruiter activities, e.g., to precede career fairs, campus blitzes, etc. The specific target program and school lists shall be provided via N9/Advertising Agency with sufficient lead time to allow for appropriate execution. All Priority One schools will be visited least once per month, all Priority Two schools will be visited at least once per quarter and all Priority Three schools will be visited at least twice per year, by the campus managers. **(OPOs should add any additional info they deem necessary.)**

060402. **PRODUCTION**. The following table summarizes past production data in general officer recruiting for the district and provides a means to identify and assess trends.

Program	FYXX		FYXX		FYXX		FYXX	
	Goal	Attn	Goal	Attn	Goal	Attn	Goal	Est. Closeout date (provided by NAVCRUITCOM

060403. **STRENGTHS AND WEAKNESSES.** Use this section to address GOF program strengths and weaknesses. Topics such as personnel, funding, economics, demographics, goals, and policy, past production, and/or activity may be used as appropriate.

   a. Strengths:

   b. Weaknesses:

060404. **COLLEGES/UNIVERSITIES**

School	Location	Programs	Priority	Campus Manager

EXAMPLE:

GENERAL OFFICER PROGRAMS CALENDAR RECRUITING CALENDAR

1. OBJECTIVE. Shape Navy awareness and build a consistent, solid rapport. Seek recruiter participation in major program activities throughout the year.

2. TACTICS

   − Maintain positive relations with Campus, Career Counselors, administrators, sororities, fraternities, and professional organizations.

   − Use COI events at student associations to spread awareness of Navy officer opportunities.

   − Emphasize national and local career fairs.

   − Maximize use of E-mail and the Internet.

3. ACTIVITY TRACKER

EXAMPLE OF GENERAL OFFICER ACTIVITY

1. Schedule meeting with key enlisted recruiters to ensure that they know the major qualifications for general officer programs.

2. Establish schedule to update "Navy Opportunities" notebooks in placement offices or mailboxes.

3. Generate General Officer Program leads by conducting mailouts (and/or selective media placement).

4. Schedule/attend EOV trips for selected Deans and COIs.

5. Compile and update list for COIs.

6. Obtain mailing list from all PRI 1 and PRI 2 schools and some PRI 3 schools.

7. Order monthly necessary RAD material (for campus visits, mailouts, etc.).

8. Prepare mailouts.

9. Advertise in college papers prior to campus visits.

10. Conduct direct mail to juniors/seniors announcing visit three weeks prior to visit (where list is available).

11. Attend college career fairs.

12. Encourage Collegiates to provide referrals.

13. Schedule Collegiates events and meetings.

14. Visits to the local NAVOPSPTCEN.

Note: The above listed action items should be used as a guide and can be tailored to meet the OPOs needs. OPOs and ORs should also add items to their calendars that would be beneficial for their recruiting purposes.

SECTION 5

MEDICAL OFFICER PROGRAMS

060501. MARKETING DEFINITION (Example). Our top recruiting schools include (**list a few of your top schools for Medical Officer recruiting)**. We have established COIs who are willing to help maximize the student market. Mail-out campaigns shall be coordinated to support and augment recruiter activities, e.g., to precede career fairs, campus blitzes, etc. The specific target program and school lists shall be provided via N9/Advertising Agency with sufficient lead time to allow for appropriate execution. All Priority One medical schools will be visited least once per month, all Priority Two medical schools will be visited at least once per quarter and all Priority Three medical schools will be visited at least twice per year, by the Campus Managers. **(OPOs should add any additional info they deem necessary.)**

060502. PRODUCTION. The following table summarizes past production data in medical officer recruiting for the district and provides a means to identify and assess trends.

	FYXX		FYXX		FYXX		FYXX	
Program	**Goal**	**Attn**	**Goal**	**Attn**	**Goal**	**Attn**	**Goal**	**Est. Closeout date (provided by NAVCRUITCOM)**

060503. STRENGTHS AND WEAKNESSES. Use this section to address Medical program strengths and weaknesses. Topics such as personnel, funding, economics, demographics, goals, and policy, past production and/or activity may be used as appropriate.

   a. Strengths

   b. Weaknesses

060504. COLLEGES/UNIVERSITIES

School	Location	Programs	Priority Rate	Campus Manager

EXAMPLE:

MEDICAL OFFICER PROGRAMS CALENDAR RECRUITING CALENDAR

1. OBJECTIVE. Shape Navy awareness and build a consistent, solid rapport at all assigned Medical and Nursing schools and colleges with specific Medical Service Corps specialties. Seek recruiter participation in major medical program activities throughout the year.

2. TACTICS

 − Maintain positive relations with Campus, Career Counselors, administrators, sororities, fraternities, and professional organizations.

 − Use COI events at medical student associations to spread awareness of Navy officer opportunities.

 − Emphasize national and local medical career fairs.

 − Maximize use of E-mail and the Internet.

3. ACTIVITY TRACKER

EXAMPLE OF MEDICAL OFFICER ACTIVITY

1. Generate medical leads by conducting local mail-outs to priority one and priority two schools, state licensure lists, and residency programs.

2. Generate medical leads through local ad placement in journals, newsletters, school newspaper, etc.

3. Ensure all OTools medical leads are actively worked in a timely matter.

4. Work with ADCO and LPTS to ensure that mail-out campaigns are producing qualified and interested Leads. If not, analyze mail-outs for content and distribution.

5. Ensure teaching hospitals are visited quarterly.

6. Develop plan/execute medical society speaking engagements.

7. Present active and reserve recruiting presentations to Selected Reservists at the NAVOPSPTCEN. Speak with current medical selected reservists for potential recall opportunities and request speaking opportunities at hospitals and schools where Selected Reservists are affiliated.

8. Schedule luncheons for student organizations.

9. Work with Region MOPO for physician speaker bureau personnel and coordinating Medical VIP trips for EOV and potential applicants.

10. Utilizing AMA Frieda contact residency directors to obtain listings of residents in specialties critical to Navy physician manning.

11. Purchase State Medical Society Handbook and state licensure lists for physicians, dentists, nurses and allied medical service corps applicants.

12. Working with the ADCO and LPTS prepare local mail-outs.

13. Place posters with reply cards in major teaching hospitals, dental schools, medical schools, nursing schools and other allied medical service corps schools.

14. Contact financial aid office to inquiry if scholarship information can be sent to current and prospective students.

15. Obtain a list of all undergraduate programs leading to medical, dental, optometry, pharmacy, etc. schools and send out mailers.

16. Formulate a list of all local medical career dates and convention dates and determine the feasibility and cost of attending these functions.

17. Compile data, analyze and brief overall effectiveness of lead generation efforts (i.e., mailouts, ad plan, DEP meetings, COI assists, etc.) at least quarterly at OPO production meetings.

18. Contact active and inactive Navy students (HPSP, HSCP, FAP, and NCP) within the District's schools for marketing assistance and referrals.

19. Obtain student name lists from the medical, nursing, dental and medical service corps schools.

20. Deliver pre-packaged mail-outs to mailboxes of students at medical schools.

21. Determine if any Navy active duty person is conducting Duty Under Instruction (DUINS) within your District and use them to assist with presentations and interviews.

22. Advertise for upcoming Medical and Diversity VIP trips.

23. Attempt to obtain email addresses and conduct email blasts twice a semester; if can't obtain email addresses attempt to send out emails via a professor or other Navy student.

24. Attempt to bring back recently graduated Navy students to visit with their college peers.

25. Obtain names of pre-med organization presidents, student officers and faculty advisors.

26. Provide brochures and fact sheets to financial advisors and registrars.

27. Schedule HPSP and HSCP DEP meeting or function and have each bring at least two friends.

28. Work with CLO and PSLO to provide a lunch and learn for students within their organizations.

29. Contact the Blue and Gold Officer and inform them about the various medical programs.

30. Send a mail-out to the IRR people informing them about potential bonuses and recall opportunities.

31. Obtain a medical Release from Active Duty (RAD) list and send out information concerning affiliation bonuses and the opportunities in the Reserves.

32. Attend TAP classes/briefs.

33. Work with the MTF Operational Support Officer on presenting to personnel with a pending RAD date.

34. Attend Match-Day event for residents.

35. Attend all medical, dental, nursing and allied medical service corps orientation day.

36. Request to set-up a fruit-stand with current navy students at schools within your district.

37. Attend university graduation or post ceremony when conducting a superseding or commissioning.

38. Attend the State Nurse and State Nursing Student annual convention.

39. Contact student organization's president for information on how to market their school, i.e., presentations, lunch and learn, etc.

40. Visit local NAVOPSPTCENs and attached reserve medical units

Note: The above listed action items should be used as a guide and can be tailored to meet the OPO's needs. OPOs or ORs should also add items to their calendars that would be beneficial for their recruiting purposes.

SECTION 6

DIVERSITY RECRUITING

060601. **MARKETING DEFINITION (Example)**. Our top recruiting schools include (**list a few of your top schools for Diversity officer recruiting)**. We have established COIs who are willing to help maximize the student market. Mail-out campaigns shall be coordinated to support and augment recruiter activities, e.g., to precede career fairs, campus blitzes, etc. The specific target program and school lists shall be provided via N9/Advertising Agency with sufficient lead time to allow for appropriate execution. All Priority One diversity schools will be visited least once per month, all Priority Two diversity schools will be visited at least once per quarter and all Priority Three Diversity Schools will be visited at least twice per year, by the Campus Managers. **(OPOs should add any additional info they deem necessary.)**

060602. **PRODUCTION**. The following table summarizes past production data in Diversity recruiting for the district and provides a means to identify and assess trends.

Category	FYXX Goal	FYXX Attn	FYXX Goal	FYXX Attn	FYXX Goal	FYXX Attn	FYXX Goal	Est. Closeout date (provided by NAVCRUITCOM)

060603. **STRENGTHS AND WEAKNESSES**. Use this section to address Diversity program strengths and weaknesses. Topics such as personnel, funding, economics, demographics, goals, and policy, past production and/or activity may be used as appropriate.

    a. Strengths

    b. Weaknesses

060604. **COLLEGES/UNIVERSITIES** (HBCUs or Schools with a high population of Diversity)

School	Location	Programs	Priority	Campus Manager

EXAMPLE:

DIVERSITY RECRUITING CALENDAR RECRUITING CALENDAR

1. OBJECTIVE: Shape Navy awareness and build a consistent, solid rapport within the Hispanic, Black, and API communities. Seek recruiter participation in major minority activities and holidays throughout the year.

2. TACTICS:

− Maintain positive relations with Campus, Career Counselors, administrators, sororities, fraternities, and professional minority organizations.

− Use COI events at student associations to spread awareness of Navy officer opportunities.

− Emphasize national and local minority career fairs.

− Maximize use of E-mail and the Internet.

− Encourage qualified minority applicants from the enlisted DEP pool to apply.

− Attend and liaison with major diversity event coordinators.

Major Minority Events (Example)

January:	Martin Luther King Holiday
February:	Black History Month
May:	Cinco De Mayo
September:	Hispanic Heritage Month

− Utilize all available recruiting assets such as minority officer testimonies and the NNOA.

3. **ACTIVITY TRACKER**

EXAMPLE OF DIVERSITY OFFICER ACTIVITY

1. Generate diversity leads by conducting mailouts and acquiring PDCs from campus visits, referrals, and recruiter presentations.

2. Develop and maintain an updated list of minority enrollment and necessary data for all major colleges and universities in your NRD's AOR.

3. Acquire list of all diversity seniors/juniors at colleges with significant diversity enrollment where previous officer candidates have been selected and conduct mailout to all juniors and seniors to sell OCS/ODS.

4. Schedule campus visits to PRI 1, PRI 2 and PRI 3 schools for purpose of identifying potential candidates for general programs.

5. Develop visit schedule to make a presentation at least quarterly to a minority influential group such as a newspaper, radio station, TV station, school group or community group.

6. Compile a list of local/regional politicians active in affirmative action/diversity affairs programs. Follow up with phone call/visit to explain Navy opportunities and enlist their assistance.

7. Schedule diversity EOV.

8. Setup special diversity booths at college career fairs.

9. Schedule COI luncheons for college counselors and civic dignitaries.

10. As necessary, conduct diversity school blitz utilizing area staff and regional expertise.

11. Advertise in selected minority media to generate leads.

12. Schedule Navy opportunity presentations to campus minority organization (i.e. NSBE, SWE, etc.).

13. Obtain at least one new COI per campus visit by utilizing present COIs and canvassing areas of influence.

14. If available, task CLO to identify African American Officers on campus.

15. Provide diversity officers to speak to minority groups and organizations.

16. Have diversity poster and other RADs on campus at the start of classes.

17. Goal each CLO for a least two monthly referral leading to an interview.

18. Contact established minority COIs on each campus for assistance in procuring name lists for direct mail efforts.

Note: The above listed action items should be used as a guide and can be tailored to meet the OPOs needs. OPOs should also add items to their calendars that would be beneficial for their recruiting purposes.

EXAMPLE (1) OF OCTOBER PROGRAM CALENDAR

Recruiter: LT Better Recruiter

1. Attend University of XXXXXXX career fair.

Completed _____   Date _____

Remarks _____

_____

2. Attend all assigned Priority One Schools (list all priority one schools to attend for the month)

a.	b.
c.	d.
e.	f.

Remarks _____

_____

3. Obtain mailing list from PRI 1 schools

Completed _____   Date _____

Remarks _____

_____

4. Conduct mail outs of assigned schools

Completed _____   Date _____

Remarks _____

_____

5. Attend OPO monthly production meeting

Completed _____   Date _____

X of 5 evolutions completed

EXAMPLE (2) OF OCTOBER PROGRAM CALENDAR

ORS XYZ									
OCTOBER									
Program		**Action Item**		**Projected Cost**		**Action Officer**	**Completion Date**	**Remarks**	**Leads Generation**	
ALL	1	Obtain any school list/professional list not yet received							GOAL	ACTUAL
	2	Get all lists to Leads for Mail-Outs								
GENOFF										
	1	Conduct BDCP Presentation at the following schools:								
		ABC University		$100		Jones	10-Oct-08	Took Pizza for lunch. Good turn out of 30 students. Will give name list to LEADS. Developed 5 quality leads into contacts afterwards.	40	25
		State College		$75		Smith				
	2	Conduct campus Visit at the following schools:								
		XYZ University				Smith				
		City College				Jones				
	3	Attend Career fair at following schools:								
		Townville University								
						Jones				
NUKE										
	1	Conduct NUPOC presentation at the following schools:								

ORS XYZ								
OCTOBER								
Program		**Action Item**		**Projected Cost**	**Action Officer**	**Completion Date**	**Remarks**	**Leads Generation**	
		Burgton State		$100	Doe	5-Oct-08	Took Pizza for lunch and learn. Bad turn out as only three people showed up for presentation. Did not plan this event enough in advance and poorly advertised it. None of the three that showed up seemed interested, just wanted the pizza.	20	3
	2	Conduct NUPOC Mail-out to school lists			LEADS				
MEDICAL									
	1	Give HPSP presentation at following schools:							
		XYZ University			Birdsong				
DIVERSITY									
	1	Give presentation to NSBE chapter at ABC Tech			Smith				
MISC									
	1	Contact Collegiates twice using contact report			ALL				
	2	Production review with OPO on 1st and 15th			ALL				
	3	Submit completed MOP worklist to OPO by 5th of following month			ALL				
	4	Production meeting at HQ 5-7th			ALL				

POA&M. Per the MOP and OPATE, when a production area is identified as out-of-limits after the first quarter of the fiscal year, the OPO will develop a POA&M. The CO will review and approve, by signature and date, each POA&M every week until noted out-of-limit criteria are resolved.

a. POA&Ms will be developed utilizing the following developmental steps:

Step 1: <u>Identify</u> the relationship(s) that is out of limits.

Step 2: <u>Examine/Analyze</u> all relevant activities within the MOP previously assigned for the purpose of achieving the desired level of activity in support of the particular area that is out of limits to assess MOP compliance and effectiveness. Variables such as media (type and quality), prospecting activities, PSS proficiency, processing procedures, etc., are to be principal among the activities examined.

Step 3: <u>Develop</u> activities and procedures to address the identified weaknesses.

Step 4: <u>Implement</u> the POA&M with specific timeline requirements.

Step 5: <u>Review/Assess</u> the plan's effectiveness in resolving the out-of-limits condition(s).

b. The OPO will provide a monthly written status report to the CO on the status of all outstanding POA&Ms. Once a program is no longer out-of-limits, the completed POA&Ms will be initialed and dated by the CO. Completed POA&M will be retained for two years.

POA&M EXAMPLE

1. Having collected and analyzed all the data, it is now time to construct the POA&Ms. There should be a program POA&M for the major programs that falls out of limits. If more are desired, it is at the district's discretion. Required officer program categories are:

a. General Officer
b. Medical
c. NUPOC
d. Diversity
e. Reserve
f. Chaplain

2. As previously stated, it is understood that as soon as the program category is written on the form, the goal is to meet and exceed all qualitative and quantitative requirements. Each district will probably have some secondary or personal objectives that it would like to set in order to improve in some area. Space has been provided for these objectives on the form and is highly encouraged. Face it, even if you're number

one, there's probably some area where you can improve – do it quicker, easier, more cost-effectively or out-do yourself from last year. Keep in mind these are your objectives. Shoot for realistic improvements; trying to go from last to first may be possible but not probable in one fiscal year. What may be a "realistic" goal/objective for one district might be "idealistic" for yours. Constant, gradual improvement and fine-tuning is the real objective here. Again, there is no required number of objectives.

3. Your program POA&M, along with their specific action items are the real meat and working portion of your plan. Between your analysis and last year's POA&Ms, you probably already have a majority of action items mentally noted.

4. Brainstorming and selecting for your XXX Calendar is a team effort. Be specific but, there is no need to state the obvious or list things that are covered under other instructions. Consider all the possible actions, then:

    a. Select all feasible and desired action steps.

    b. List each step in expected chronological order.

    c. Establish start/stop/due dates when the action is to be accomplished. Foremost actions there will be only a single date; if it is ongoing, monthly or quarterly, say so.

    d. Identify the persons accountable for insuring the action step is accomplished on time.

    e. If appropriate, identify persons who will assist and/or resources needed for the action step.

    f. For a graphic display, you may place the date, a circle or triangle opposite each action step in the monthly column(s) when the action is completed

    g. Your POA&Ms are the key to an effective plan. They provide a tool to ensure that your efforts are coordinated. They also provide a management system to track progress. Update the POA&Ms as you progress. Don't hesitate to make pen and ink changes/additions/deletions as needed over time.

Note: These POA&Ms are the working portion of your plan. They shall be tracked to completion unless otherwise modified. There is no required number of action items or number of pages for the program POA&M. Additionally, describe any miscellaneous items not covered in the outline that you consider important facts to be considered for planning. Sub-plans for training, advertising, etc., will be included in the annexes of your overall plan but may be referred to here if appropriate.

POA&M EXAMPLE:

Plan of Action and Milestone							
Action Item	Start Date	Expected completion date	Action Officer	Corrective Action	Percent Complete	Comments	